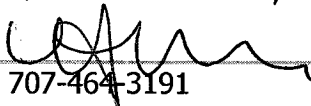
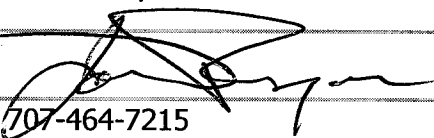


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California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☐ Progress Report ☒

County	Del Norte County
SIP Period Dates	November 19, 2014 to November 19, 2019
Outcome Data Period	October 2015 (Data Extract Q2 2015)
County Child Welfare Agency Director	
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County Chief Probation Officer	
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Public Agency Designated to Administer CAPIT and CBCAP	
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Mail the original Signature Sheet to:

\*Signatures must be in blue ink

Children's Services Outcomes and Accountability  
Bureau

Attention: Bureau Chief

Children and Family Services Division

California Department of Social Services

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	Agency	
	Phone & E-mail	
	Mailing Address	

# California Child and Family Services Review

## Annual SIP Progress Report

[NOVEMBER 2014 TO NOVEMBER 2015]



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## Introduction

The Del Norte County System Improvement Plan (SIP) Progress Report for Child Welfare Services (CWS) and the Juvenile Probation Department (JPD) is an update on the progress that the County has made over the past year. To determine the effectiveness of the SIP, CWS and the JPD monitor state and federal outcome measures relative to progress in Del Norte County which is then documented in the annual progress report.

In November of 2014 the first five year system improvement plan was completed for Del Norte County. Previous plans had been in place for three year cycles, the period under review was increased to give ample time to adequately determine if a specific strategy was having the intended impact. The SIP incorporated the findings from the 2013 County Self-Assessment. The new five year plan outlined the strategies and action steps that CWS and the JPD would implement in order to improve specific outcome measures for children and families.

The following report discusses SIP progress that has been made for the time period of November 2014 to November 2015. It is worthwhile to note that due to requests for extensions, first by the County and then by CDSS, the SIP wasn't approved by the California Department of Social Services (CDSS) and the Office of Child Abuse Prevention until May 22, 2015. Some of the strategies were not implemented until approved resulting in a foreshortened time period for monitoring purposes.

## SIP Progress Narrative

### Stakeholder Participation

At this time there is not a regular stakeholder meeting taking place. CWS and the JPD have been scheduling meetings with stakeholders as needed. This process change is due to the difference in focus between the CWS and JPD plans, and the addition of new organizational leaders for both agencies which has resulted in the disbanding of the quarterly SIP/BRC meeting.

In 2015, CWS worked with other Department of Health and Human Services Branches and community stakeholders to accomplish several action steps within the stated strategies. Late in the year, CWS created seven workgroups with the intent of organizing efforts, they are:

- Family Finding,
- New Case Plan for CWS,
- Continuum of Care Reform,
- Wraparound,
- Visitation, and
- ICWA.

CWS staff and stakeholders have been invited to participate in these key workgroups.

In collaboration with Del Norte County CASA, Seneca, a noted expert in the field, was invited to provide a three day training in October 2015 on Family Finding. The goal is to have CASA advocates perform some of the family search activities. The county is presently developing and MOU with CASA for this program.

A template for a new case plan for CWS is under development. The intent is to create an easier to read document that will more fully provide a "roadmap" for parents during the dependency process. The plan will have clearer indicators of progress and will focus on building on existing strengths.

CWS and JPD are making plans for the sweeping changes required by AB 403 – Continuum of Care Reform. As the reform is broad, several sub-workgroups have emerged including; Quality Parenting Initiative, Resource Family Recruitment and Retention and Behavioral Health.

CWS relocated visitation, Wraparound and the ongoing CWS unit to a new building in 2015. This building will help to facilitate the change to a more structured parent/child visitation practice. Training will be provided by the University of California at Davis – Northern Training Academy to support this change.

The last workgroup will focus on the Indian Child Welfare Act. It will refine CWS and JPD's collaborative efforts and modifying county practice to be consistent with the Act. The agencies will be working with local tribes and CDSS during this process.

## Change in Outcome Measures

In May 2015, CDSS with the help of Administration for Children and Families, created 7 new outcome measures which replaced 20 of the previous outcome measures. The goals for the new measures were to have greater reliance on entry cohorts, increased utility for jurisdictions, and more opportunity for Continuous Quality Initiative (CQI) innovation.

### Child Welfare Services

The following information shows the old and new standards and discusses the outcomes for CWS with respect to the national standard. Included in this information is the baseline data (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013.) and the current data (UC Berkeley CCWIP- Report Publication: October 2015. Data Extract: Q2 2015)

	OLD	National Standard	Del Norte CW (Q2 '15)	NEW	National Standard	Del Norte CWS (baseline/current)
<b>SAFETY</b>	S1.1 No Recurrence of Maltreatment	>94.6%	91.2%	S2 Recurrence of Maltreatment	<9.1%	12.9%/5.1%
	S2.1 No Maltreatment in Foster Care	>99.68%	0%	S1 Maltreatment in Foster Care	<8.50	0/3.16

### *Summary of Safety Outcome Measures S2 and S1*

S1.1 No Recurrence of Maltreatment has been changed to S2 Recurrence of Maltreatment. CWS will now be measuring the percentage of recurrence instead of the percentage of no recurrence. The time period included in the measure has also changed, it has gone from tracking children for 6 months following a substantiated report of maltreatment, to 12 months.

Del Norte County, CWS, was slightly above the national standard during the baseline data (reporting period 10-1-11 to 9-30-12), but has since reduced the recurrence of maltreatment and is meeting the national standard in current data (reporting period 7-1-13 to 6-30-14).

S2.1 "No Maltreatment in Foster Care" has changed to S1 "Maltreatment in Foster Care". The new measure has a different methodology from the original. Instead of measuring the percentage of children that were not maltreated in foster care within a 6 month period of time, S1 shows the rate of maltreatment per child days in foster care for 12 months. It also includes any perpetrator in the home rather than just the foster parents or facility staff.

Del Norte County, CWS, has had a slight increase in maltreatment in foster care between the baseline data (reporting period 10-1-12 to 9-30-13), and current data (reporting period 7-1-14 to 6-30-15). However we believe the small increase is related to including more potential perpetrators and also the longer length of time in the measurement. Overall, the rate is still below the national standard.



	OLD	National Standard	Del Norte CW (Q2 '15)	NEW	National Standard	Del Norte CWS (baseline/current)
PERMANENCY	C1.3 Reunification w/in 12 months (Entry Cohort)	>48.4%	39.1%	P1 Permanency in 12 months (Entering FC)	>40.5%	47.2%/42%
	C2.5 Adoption w/in 12 months (Legally Free)	>53.7%	96.2%			
	Summary of Permanency P1					
	P1, Permanency in 12 months for children entering care, has replaced C1.3 and C2.5. The differences are that the definition of permanence now includes reunification, adoption, and guardianship instead of just children who have reunified; it also includes all children entering foster care during the year instead of just those who were removed for the first time; and the time period is 12 months instead of 6 months.					
	CWS is above the national standard in current data (reporting period 7-1-13 to 6-30-14). CWS will continue to work on its strategies in an attempt to stay above the national standard.					
	OLD	National Standard	Del Norte CW (Q2 '15)	NEW	National Standard	Del Norte CWS (baseline/current)
C2.1 Adoption w/in 24 months	>36.6%	75%	P2 Permanency in 12 months (12-23 months)	>43.6%	20%/43.8%	
C2.3 Adoption w/in 12 months (17 months in Care)	>22.7%	23.8%				
C2.5 Adoption w/in 12 months (Legally Free)	>53.7%	96.2%				
C3.2 Exits to Permanency (legally free at exit)	>98.0%	100%				

*Summary of Permanency P2*

P2, Permanency in 12 months for children in care for 12-23 months, has replaced C2.1, C2.3, C2.5 and C3.2. The new measure has a longer time period and it includes guardianship, adoption, reunification, and exit to permanency in the measure instead of just adoption. Even with the outcome measure change, CWS has improved since the baseline data (reporting period 10-1-12 to 9-30-13). CWS had 7 out of 16 (43.8%) in current data (reporting period 7-1-14 to 6-30-15)), discharged to permanency within 12 months which surpasses the national standard. CWS will continue to work on its strategies to keep meeting the national standard.

OLD	National Standard	Del Norte CW (Q2 '15)	NEW	National Standard	Del Norte CWS (baseline/current)
C2.1 Adoption w/in 24 months	>36.6%	75%	P3 Permanency in 12 months (24+ months)	>30.3%	44.8%/25%
C2.5 Adoption w/in 12 months (Legally Free)	>53.7%	96.2%			
C3.1 Exits to Permanency (24 months in Care)	>29.1%	25.1%			

*Summary of Permanency P3*

P3, Permanency in 12 months for children in care for 24 + months replaces C2.1, C2.5, and C3.1. CWS met the national standard during the baseline (reporting period 10-1-12 to 9-30-13) but did not meet it during our current data (reporting period of 7-1-14 to 6-30-15). When reviewing data for CWS, percentages are often misleading and actual numbers should be evaluated. In this measure, as in others, percentages are volatile due to the relatively small number of children in the cohort. For instance current data reflects 4 out of 16 or 25% were not discharged to permanency. If only one more child had been discharged to permanency during the current reporting period, CWS would have surpassed the national standard of >30.3%.



OLD	National Standard	Del Norte CW (Q2 '15)	NEW	National Standard	Del Norte CWS (baseline/current)
C1.4 Re-Entry following Reunification	<9.9%	14.3%	P4 Re-Entry into Foster care in 12 months	<8.3%	15.8%/28%

*Summary of Permanency P4*

P4, Re-entry into foster care within 12 months of being discharged to reunification or guardianship. This measure replaces C1.4 re-entry following reunification. The new measure is an entry cohort. It includes all children who enter care during the year and exit within 12 months instead of just all children who exit during the year. It also includes children exiting to guardianship, which was not included in the previous measure.

CWS has historically had difficulties with meeting this measure; as a result it continues to be in the SIP. This is another measure that fluctuates due to small numbers in the cohort. CWS's current data (reporting period 7-1-12 to 6-30-13) shows that 7 out of 25 or 28% of youth in the cohort re-entered into care. If 5 fewer children had re-entered during the current data, CWS would have met the national standard. It is not uncommon to have large families in care in our county. 5 children re-entering could be 1 to 2 families. CWS has also implemented targeted strategies to reduce re-entry since the current data (reporting period 7-1-12 to 6-30-13) and believes this measure will improve moving forward.

OLD	National Standard	Del Norte CW (Q2 '15)	NEW	National Standard	Del Norte CWS (baseline/current)
C4.1 Placement Stability (8 days to 12 months)	>86.0%	92.9%	P5 Placement Stability	<4.12	2.73/3.34
C4.2 Placement Stability (12-23 months in Care)	>65.4%	71.3%			
C4.3 Placement Stability (24 months in care)	>41.8%	63%			

### Summary of Permanency P5

P5, Placement stability for children entering foster care, replaces C4.1, C4.2, and C4.3. This new outcome measure is designed to control for time in care by constructing a "moves/placement day vs. # of moves per child". This is a dramatic change from the previous outcome measure as it accurately accounts for the number of moves vs. the prior measure which accounted for 2 or more placement changes over the life of the case. CWS met the national standard in this outcome measure in the current data (reporting period 7-1-14 to 6-30-15)

Eliminated	C1.1 Reunification w/in 12 months (Exit Cohort)	>75.2%		These outcome measures are no longer being used.
	C1.2 Median Time to Reunification	<5.4 months		
	C2.2 Median Time to Adoption	<27.3 months		
	C2.4 Legally Free w/in 6 months (17 months in Care)	>10.9%		
	C3.3 In Care 3 yrs or Longer (Emancipated)	<37.5%		

### Current Performance Toward SIP improvement goals

#### Child Welfare Services

1. P1, Permanency in 12 months for children entering care,

National Standard P1: Greater than 40.5%

Baseline: 47.2%

Current: 42%

Directional Goal



As previously explained in this report, C1.3 has been deleted and is now P1. P1 measures permanency within 12 months for children entering care. Including adoption and guardianship numbers to the child count of those who reunified is a significant change, as is having an extended time frame. Although CWS had a higher baseline percentage than the current data, the county's performance remains above the national standard. It is difficult to discuss the decline in permanency between baseline and current data because of the change of methodology of this measure. It is also important to note that if 3 more children had reunified

timely, the current data would have been the same as the baseline data. At this time it is too soon to be able to determine if the decline is due to county practice or the change in methodology.

2. P4, Re-entry into foster care within 12 months of being discharged to reunification or guardianship.

**National Standard P4:** less than 8.3 %

**Baseline:** 15.8%

**Current:** 28%

Directional Goal



As previously explained in this report, C1.4 has been deleted and is now P4. It has been difficult to achieve lasting improvement in this measure. When reviewing the 7 children that re-entered care during the current reporting period, it was found that they belonged to 4 families. The reasons for re-entering foster care ranged from mental health issues of parents, general neglect, and substance abuse. The only thing these 4 families had in common was that the type of abuse/neglect that had them enter foster care services were the same issues that had them re-enter foster care services. Additionally, none of the families received SOP services. SOP has been improved upon since the current reporting period. One of the largest barriers to lasting improvement for families include the lack of structured aftercare support for families.

Additionally, if expanded mental health and AOD services in the community were available it would provide for a support structure to help clients maintain care throughout the continuum of services. If these barriers could be eliminated, our families would have a higher chance to succeed once CWS was no longer involved in their lives by giving families the help they need to remain self-sufficient.

3. 4B Least Restrictive placement for first time placements into foster care.

**National Standard:** N/A

**Baseline:** First time entries:

- Foster Home 64% (64 out of 100)
- Relative 25% (25 out of 100)
- FFA 8% (8 out of 100)
- Group 0%
- Other 3% (3 out of 100)
- 

**Current:** First time entries

- Foster Home 58.1% (36 out of 62)
- Relative 33.9% (21 out of 61)
- FFA 6.5% (4 out of 62)
- Group 0%
- Other 1.6% (1 out of 62)

Although this measure does not have a state or federal standard, CWS chose to continue following this outcome in order to measure our efforts to place all children in the least restrictive environment. The target goal was to make initial placement in relative homes 60% of the time by 2019. The current data shows an increase in percentage of placements with relatives. CWS attributes this improvement to CWS management supporting and increasing

staff's attention to family finding. Staff had family finding training from Seneca, a noted expert in the field. A workgroup has been created for family finding which will develop policy to further assist staff in increasing the number of relative placements.

4. 5B1 and 5B2 provide percentages of children meeting the scheduled CHDP medical and dental exams.

**National Standard:** N/A

**Baseline:** 5b.1 Medical exams: 78.9%  
5b.2 Dental exams: 1.4%

**Current:** 5b.1: Medical exams: 92.5%  
5b.2: Dental exams: 79.3%

CWS added this measure to the SIP because it is critical to have the most up to date medical and dental information available on all children in care. The target goal was to have both medical and dental exams complete and entered into CWS with a 95%. CWS has made great strides in this measure in the past year. This improvement is due to hiring and training a vocational assistant responsible for requesting and receiving medical information and updating CWS's electronic case management system.

5. Systemic Factor #1. Disproportionality of Native American Children with open cases.

**National Standard:** N/A

**Baseline:** 37% (49 out of 133) of children in open CWS cases were Native American

**Current:** 41% (59 out of 145) of children in open CWS cases were Native American

In Del Norte County, 9% of the population is of Native American ethnicity. (US Census Bureau) Yet on average, 40% of the open CWS cases have Native American ethnicity. If things were correctly proportional, the percentage of children in CWS with Native American ethnicity should be closer to the percentage of the overall population. The disproportionate number of Native American children in open CWS cases continues to be of concern. CWS will work with local tribes to identify the specific factors resulting in the higher placement numbers and on how to reduce the incidence of placement. Simultaneously, the county is developing a plan to recruit more Native American homes so that the children removed from their own home can be placed in a more culturally supportive environment.

6. Systemic Factor 2. After 18 services

**National Standard:** N/A

The County has long been committed to the Transitional Age Youth (TAY) in foster care placement. Many services are available for these youth and young adults in the community but more must be done to meet the needs of the population. Positive outcomes will be achieved through ongoing staff training, strengthened AOD and Mental Health services using engagement techniques specific to the population and providing consistent employment and training services. Systemically, the community is studying the transitional age youth and their developing role in the community. CWS is engaged in this work. CWS is choosing this as a systemic factor because it requires local attention. CWS will use the next year to create a way

to monitor and measure how these strategies will have an overall positive impact to our outcome measures.

### Juvenile Probation Department

#### 1. Placement Stability (P5)

**National Standard:** <4.12

**Baseline:** 0% (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current:** 0% (UC Berkeley CCWIP- Report Publication: October 2015. Data Extract: Q2 2015)

Though the UC Berkley data from the last reporting period does not reflect the JPD's numbers, of the seven (7) children currently in placement; two (2) have maintained in one placement for 24 months in care, two (2) have maintained in one placement for 12-23 months in care, and three (3) have been in one placement for less than 12 months. In 2015, JPD has seen ten (10) other children continue in or enter into placement. Of those four (4) re-united with their parents after completing their programs, three (3) remain in NMD status- only one remaining under JPD, the other two choosing to be supervised by CWS, and three (3) are currently absconding from probation/placement. Due to JPD's low placement numbers, the base line rate was determined based off of the total number of children in placement over the last year (6.2%). The current rate is based off of the number of children currently in placement (3.02%).

#### 2. Re-Unification within 12 Months (P1)

**National Standard:** >40.5%

**Baseline:** 0% (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current:** 25% (UC Berkeley CCWIP- Report Publication: October 2015. Data Extract: Q2 2015)

As previously explained in this report, C1.3 has been deleted and is now P1. P1 measures permanency within 12 months for children entering care. Including adoption and guardianship numbers to the child count of those who reunified is a significant change. Though UC Berkley data does not give a baseline percentage for JPD children re-unifying within 12 months, it does provide a current percentage. In 2015 the JPD had two (2) children re-unify with parents within 12 months of entering into a foster care placement. JPD feels this is an accurate percentage and will continue to be below the National Standard given the vast majority of children the JPD places into foster care are due to their criminogenic needs (i.e. sex offenders, substance abusers) and require a greater period of services to address their needs. JPD is projecting that in 2016 we will have up to four (4) children re-unify with a parent within 12 months of entering into a foster care placement; which will close the gap between the National Standard and current percentage.

#### 3. Data Quality (2F)

**National Standard:** 95%

**Baseline:** 63.8% (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current:** 61.5% (UC Berkeley CCWIP- Report Publication: October 2015. Data Extract: Q2 2015)

This goal was created to ensure the JPD is inputting accurate and complete information into CWS/CMS in order for that information to be pulled by UC Berkley to accurately reflect Del Norte Probation's current percentages compared to the base line percentage. Unfortunately, JPD has identified the information previously being inputted into CWS/CMS was being inputted incorrectly and/or not to the extent needed for UC Berkley to pull out and calculate accurate data. The data areas JPD is most focusing from the federal CFSR Round 3 data measures are P1, P2, P4, and P5 data. JPD is seeking further training on the CWS/CMS system to ensure the information being put in is being put in the appropriate locations to allow for UC Berkley to pull our data.

The information is tracked by the completion, review, and inputting of information gathered on Monthly Contact Visit forms prepared at the time of the Placement Officer's monthly visit. Also created and utilized was the Parent/Guardian Monthly Contact Visit form. The Placement Officer conducts the monthly visits, generally mid-month and the information is inputted by the Supervising Probation Officer prior to the end of each month. The form is initialed and dated on the day the information has been inputted and then filed into the child's foster care file.

## Outcome Measures Not Meeting State/National Standards

### Child Welfare Services

During this period of review, CWS did not meet the standards for permanency measure P3, which measures permanency in 12 months for children in care for 24 + months and P4, Re-entry into foster care within 12 months of being discharged to reunification or guardianship.

P3 and P4 are both measures where new methodologies have been implemented. Both of these measures are greatly impacted the absence of a fully integrated trauma focused service system. Youth in care for 24 months or longer and youth that re-enter into foster care, are from families with complex needs. Inadequate training for caregivers results in limited understanding of how to effectively work with this population; additionally, care providers, social workers, mental health providers, and community partners working with this population should receive ongoing training on the effects of trauma and how to intervene in a coordinated way. Currently, trauma informed services are limited or unavailable in this community.

### Juvenile Probation Department

It continues to be concerning and frustrating that the Federal CFSR Round 3 data is not reflecting accurate data for the JPD. JPD has had three youth reunify during this reporting period. Likewise, the JPD has had three of the current five youth in placement, reach placement stability, with a fourth within a month of achieving the same goal.

When it comes to meeting state and national standards, the JPD cannot adjust and meet, let alone exceed, the new standards as long as the accurate data is pulled and reflected through the UC Berkeley website. As it stands now, according to the data, JPD is not meeting any of the standards, so we can only improve. JPD knows we are conducting and meeting the standards and can show this in the physical files.



## Obstacles, Systemic Issues, and Environmental Conditions

CWS has had a major change in the workplace during this period of review. A new Director of Health and Human Services was appointed and new priorities have been identified. While the new priorities are consistent with best practice standards there has been a need to refocus efforts and make adjustments. Under the new director, CWS has been encouraged to revise the case plan, creating a more client centered, strength based format. The new format will be easier for families, staff and the court to follow.

CWS continues to serve families with complex needs. Work has been done to clearly discern the difference between safety concerns and complicating factors over a broad array of problems such as substance abuse, mental health/coping, parenting and poverty. In clear understanding of what the actual safety factors are allows the family/agency team to develop a clear plan to help families be successful.

CWS continues to have barriers in obtaining ongoing training for staff. Training scheduled with the Regional Training Academy are frequently cancelled with the most common explanation being that trainers are unwilling to travel to Del Norte County. It has become common for the training contract to be unfulfilled by the end of the year which left CWS in a training deficit. This fiscal year, CWS decreased the contract with the regional training academy from twelve trainings per year to four and is working with other entities to secure additional training in order to offset this problem.

In October 2015, CWS was reviewed by CDSS for ICWA compliance. This included an in depth case review, staff interviews, and meeting between CDSS staff and local tribes. The results of the review will assist CWS in improving and maintaining compliance with the Indian Child Welfare Act.

In October, 2015, Child Welfare Services opened a new facility. Parent/child visitation and ongoing case management services will occur in the new facility in addition to training, family meetings, and Wraparound services. It will house the ongoing CWS unit, visitation staff, Wraparound, a foster care nurse and a nurse dedicated to the Family Nurse Partnership program. Emergency response and voluntary family maintenance services will remain at the previous location. While these changes will benefit families in many ways, the separation of Child Welfare staff has resulted in a number of obstacles to program delivery that require resolution. Staff are in the process of developing policies and procedures that will allow for work and communication to occur as effectively as when staff were housed in the same location.

## Strategy Status

### **Child Welfare Services Strategies**

This was a very busy year for CWS. Although we made a lot of progress in several SIP strategies, some were put on hold. As previously noted, a new Director of DHHS was hired who has prioritized department wide integration of services. Additionally; three social workers were out on extended maternity leave, which increased overall social worker caseloads, CWS

added two new positions whom required program and computer training, five social workers and support staff have been attending core, which takes nearly a week out of the work schedule, the wraparound social worker retired in the fall of 2015 requiring a supervisor to temporarily backfill the facilitator position, administration was focused on procuring and setting up the new facility, staff subsequently moved into the new facility, which created a new set of policies and training, mostly safety and how to work with units in multiple locations. CWS anticipates that most of these challenges will be resolved in the new year allowing for staff and administration to refocus on completing SIP strategies and action steps. It is too soon to tell if these CWS strategies are having the intended effect upon the given outcome measures. We hope to be able to correlate their effects in future annual updates.

### **Strategy #1 Implementation of Safety Organized Practice (SOP)**

Safety Organized Practice is a holistic approach to teamwork in CWS that seeks to build and strengthen partnerships with a family, their support network and the Department. CWS has an SOP facilitator who promotes SOP to staff on a regular basis. The goal of SOP is to engage families, assist in critical thinking, and enhance the safety of the children. Staff participate in safety mapping, family meetings and use other practice tools in order to more capably and successfully assist families. Despite regular and ongoing use of SOP strategies, many of the action steps listed in this strategy were not completed for the reasons noted earlier in this report. As a result, implementation and completion dates have been changed.

Action Step (A) The draft policy was used from January 2015 to November 2015. The completion date was therefore November 2015 instead of January 2015.

Action Step (B) Training for the new SOP policy was not given in February 2015. The current completion date has been set for February 2016

Action Step (C) The supervisors continue to speak to staff on a monthly basis regarding SOP goals for the agency.

Action Step (D) This step was put on hold until after the policy was finalized. Staff services Manager and Staff Services Analyst will be meeting Quarterly starting in January 2016 to review documentation on CWS/CMS and give feedback to CWS supervisors on the percentage of families offered SOP services. Implementation date has been changed to February 2016

Action Step (E) This action step has a new implementation date of March 2016. Staff Services Manager and Staff Services Analyst will be meeting Quarterly starting in March 2016 to review documentation on CWS/CMS and give feedback to CWS supervisors on the number of families receiving SOP services.

Action Step (F) This action step was not started in January 2015. This step was delayed because the formal policy and procedure and training was not given in 2015.

### **Strategy #2 Strengthen Wraparound Services**

On-going conversations and meetings evaluating the current program, reviewing available options and identifying specific areas for improvement took place in 2015. Training has been secured through the University of Maryland as part of a tri-county training consortium with

Lake and Humboldt County. CWS's goal is to expand on the current program by hiring a second social worker and two parent partners. Approval for hiring additional staff and subsequent recruitment and selection is a lengthy process; however, as of the end of January, 2016 staff have been hired. Training is scheduled for the beginning of April. The training will include training, coaching, and certification for facilitators. CWS will work with the wraparound consortium to create updated policies and procedures for our local wraparound program.

Action Step (A) CWS was to evaluate the current program to identify strengths and needs and develop strategies to address identified needs. This was completed by June 2015. It was found that wraparound needed extensive assistance to increase the productivity and success rates for families.

Action Step (B) This action step is on hold until the wraparound training begins. Part of the plan with the consortium is to create effective policies and procedures. The revised completion date is June 2016.

Action Step (C) CWS was unable to fill the wraparound facilitator vacancies in 2015.

Action Step (D) CWS cannot expand services to all child welfare families until wraparound training has been completed. CWS should meet the completion date of June 2016 for this action step.

Action Step (E) Tracking of participants who have completed wraparound services will begin in February 2016 which will correlate with the expansion of wraparound services.

### **Strategy #3 Tribal MOU**

Del Norte County has four federally recognized Tribes within the county; including the Yurok Tribe, Tolowa dee-ni' Nation (formally Smith River Rancheria), Elk Valley Rancheria and Resighini Rancheria. On average approximately 40% of open CWS cases in Del Norte County are for Native American children. Statistically, approximately 9% of the total population within the county is Native American; therefore Native American children are over represented in the foster care population. The intent of this strategy is to work with local tribes in an attempt to better understand and decrease this disproportionality.

Action Step (A) To develop an MOU with the Yurok Tribe. CWS, County Counsel, the Yurok Tribe Social Services Director and Tribal Counsel were meeting monthly from January 2015 to September 2015 in an effort to create this MOU. Progress was being made, however subsequent to staff changes at the Yurok Tribe, the meetings have been discontinued. At this time, the MOU with the Yurok Tribe is on hold.

Action Step (B) County Counsel has been engaged in developing an MOU with the Yurok Tribe however, completion is now on hold.

Action Step (C) CWS will be contacting the Tolowa dee-Ni' Nation in January 2016 to make arrangements for developing an MOU.

Action Steps (D & E) implementation and completion dates have been changed from 2015 to 2018, giving staff time to complete an MOU with other tribes.

#### **Strategy #4 Mental Health Services for Adults**

Action Step (A) As of December 2014, CWS has been adding mental health assessments and treatment plans to children's medical folders and basic information has been entered into CWS/CMS. At this time, mental health assessments and treatment plans are given to the case carrying social worker, who after review, gives it to a vocational assistant to enter onto CWS/CMS.

Actions Step (B) CWS continues to meet with the mental health branch to create new ways to coordinate and share information. Program managers and supervisors meet regularly. This is supported by administration.

Action Step (C) Staff continue to receive culturally relevant trainings. These were some of the trainings made available in 2015:

- Hmong Community/Building relations in January 2015,
- Educational Advocacy in January 2015
- Mental Health training in January 2015
- ICWA training in Feb 2015,
- CSEC training in March 2015,
- Domestic Violence training in June 2015

Action Step (D) CWS continues to work with Mental Health in coordinating information with regards to Katie A and encouraging services for family/group counseling as well as best practices for treatment of COD.

Action Step (E) Program managers and the Director have met several times in 2015 to discuss the expansion of mental health services. It is a slow process hampered by the difficulty in hiring professional staff.

Action Step (F) Reducing the stigma of accessing mental health services and interagency collaboration is a high priority for our Department. Child Welfare is supporting the local CAPC, who will be holding a Round Table Discussion on the stigma associated to accessing mental health services. The round table will take place in May 2016.

Action Step (G) CWS's legal clerk tracks clients referred to Mental Health on an excel spreadsheet. Mental Health is to notify the social worker when the clients receive services. This process works, but CWS would like a better tracking system.

#### **Strategy #5. Enhanced Visitation**

It took most of 2015 to procure a location for visitation staff, the ongoing unit, and wraparound staff. The location will house supervised and monitored visitation.

Action Step (A) Although the visitation policy was reviewed and completed in 2014, it will most likely need another revision in 2016 as CWS plans to implement Planned and Purposeful Visitation.

Action Step (B) Incredible Years Parenting Education Program is offered at predetermined times throughout the year. CWS has staff that have attended and new staff will attend in

2016.

Action Step (C) There will be a visitation workgroup planning and developing the revised visitation program. This action step will not be implemented in March 2016, the new goal is to implement by March 2016 with a completion date of May 2016.

Action Step (D) It took most of 2015 to procure a facility where visitation staff, the ongoing unit, and wraparound staff would be housed. The units moved into the new location in October 2015. The location will house both supervised and monitored visits. This action step is completed.

Action Step (E) This action step was not tracked during 2015. Tracking will begin January 2016.

### **Strategy #6. Increase Local Placement Capacity**

Action Step (A) The retention and recruitment workgroup continues to meet monthly. They met 9 times in 2015 to discuss recruitment and retention concepts. For retention, they held a BBQ on 5-2-15, created a caregiver storage unit and submitted a proclamation to the Board of Supervisors during foster care appreciation month. For recruitment, they held orientations once a month, one-on-one orientations, created a face book page, gave presentations at multiple churches, and made an advertisement for the local movie theater.

Action Step (B) This action step started in September 2015 when the program manager began talking to CDSS. There was a phone call on November 3, 2015 with program manager, supervisors and an application for the QPI was submitted on 12-16-15. CWS is still waiting on a response. A workgroup will help CWS with QPI in 2016.

Action Step (C) CWS and CASA have met multiple times since November 2014, to discuss the possibility of CASA assisting with family search and engagement. An agreement is in process but has not been completed. There have been a few barriers to this action step. One was determining that CASA cannot be part of a case until the dispositional hearing, regardless of program. The plan for CASA to assist in identifying the relatives requiring notice within 30 days of detention will not be possible. Another was developing a process for a non-CWS person to access and input information into CWS/CMS. For these reasons, this action step was not completed by June 2015. To help with completing this action step, CWS has created a Family Finding workgroup who will continue to work through these barriers in 2016.

Action Step (D) Tracking of family search and engagement was supposed to start in December 2015, but it was paused while the workgroup reached an agreement with contractor for family search and engagement training and technical assistance. Tracking will begin in June 2016.

### **Strategy #7 Updating the Health and Education Passport.**

Action Step (A) A vocational assistant was hired in December 2014. This action step was completed.

Action Step (B) The vocational assistant received and trained on CWS policies and procedures. This action step was completed.

Action Step (C) The vocational assistant was trained in CWS/CMS. This step was completed.

Action Step (D) The vocational assistant was trained in Safe Measures. As of May of 2015, the vocational assistant had a new supervisor. This step was completed.

Action Step (E) The vocational assistant has developed a process for requesting and receiving medical forms and then updating CWS's database with the medical and dental information received. She has started on working on health and education passports as well. This step is completed.

Action Step (F) Staff services manager checks safe measures on a monthly basis. CWS has not met its goal of 95% in both medical and dental, but positive strides forward has occurred. During the move to new location, this vocational assistant was pulled from her regular duties and reassigned as office assistant in the new visitation location until the position could be filled. Once the position was filled in December 2015, the vocational assistant could work on updating CWS/CMS again.

### **Strategy #8 After 18 services**

Action Step (A) Referrals are being provided on an on-going basis for all CWS youth age 16 and older when a need is identified by the CWS social worker or by the ILP coordinator.

Action Step (B) The transition age youth coalition at Coastal Connections continues to meet. Information regarding career planning and employment are discussed here when appropriate. This information is also given to ILP youth during their meeting with the ILP coordinator.

Action Step (C) This is something we discuss with ILP youth, however, some of the ILP youth are NMD's and have the choice to not accept a referral or to participate in MH services. There was a new social worker assigned to ILP in 2015. The new coordinator had to learn the program and develop relationships with the youth and young adults. Many youth and young adults need to have a relationship with the coordinator before they are willing to ask for mental health assistance.

Action Step (D) This action step has not been needed in 2015. There has been a stall in the number of youth that are in this age category. As of November 2015 there were no 18 year olds in care and only two 17 year olds.

Action Step (E) The Environmental Agency social worker has traveled up from Eureka on a weekly basis to meet with the youth when we have participants in the program. There has only been one or two youth at a time in the local placements. CWS has a few youth placed out of county in THP Plus placements. CWS use to have monthly meetings with EA but those ended when CWS did not have any local placements and the EA social worker changed.

Action Step (F) The CWS case manager is meeting with the youth a minimum of one time per month.

Action Step (G) Need to clarify with EA if they have a mentor currently employed for Del Norte County

Action Step (H) The ILP Coordinator is making contact with the youth at least monthly and she sees those youth that are on her caseload. Due to the low number of youth currently



involved, the ILP Coordinator has not been having monthly meetings but contacting the youth directly for services. The new coordinator has not been able to meet by- weekly with all the youth in their homes at this time. CWS will continue to work to complete this action step in 2016.

Action Step (I) A meeting took place between Public Health, Mental Health, and AOD program managers to identify service gaps for transitional age youth. However, follow up meetings did not occur. With the Director's request for a more departmental integration this is an area that can be reviewed and properly evaluated.

Action step (J) An informal survey was conducted in March 2015 with youth and young adults. Regarding barriers and service gaps. A formal survey will be created and given in March 2016.

### **Juvenile Probation Department Strategies**

#### **Strategy # 1: Increase participation and youth engagement with case planning.**

In this strategy eight action steps have been created. All eight actions steps have been implemented. Of the eight, six have been identified as being performed on an ongoing basis due to the frequency of performing the strategies. Of the two remaining strategies, one has met the set completion date of June 2015 and the second has a set completion date of June 2016

Action Step (A) Implemented in April 2014 and identified as an ongoing action step. Since implementation six minors have had their needs fitted to a specific placement. Of the six, three have successfully completed their programs and another only a couple of months away from successful completion at the time of this report.

Action Step (B) Implemented in May 2014 and identified as an ongoing action step. Each month the placement officer visits, in person, with the minor and placement personnel to gauge the minor's participation, progress, and to ensure the placement is still an appropriate fit for the minor.

Action Step (C) Implemented in October 2014 and identified as an ongoing action step. Since implementation, not only is there hard copies of program/placement brochures and pamphlets, but also a running list of past, current, and potential placements kept in the case management system the Probation department currently uses. As with placements opening and closing, so is the list updated to show placement changes.

Action Step (D) Originally this action step was created as one action step. During the performing of this step it was recognized the performance of the action step would be more beneficial to the minors and families we service to separate the two portions of the step into two separate action steps. The implementation of creating a monthly contact form and policy remains as action step 'D'. and was implemented in March 2015. The form and policy were completed in June 2015 and the performance of the action step is identified as ongoing.

Action Step (E) Previously the second part of action step 'D'. is now action step 'E'- holding a team meeting of the youth, caseworker and probation officer once a month; and a team meeting of above parties and the school, family, and other support system quarterly; and discussions of youth's options for supervision as a transitional age youth. The implementation date for this new action step is June of 2016, with an expected completion date for the policy in June 2017, and then identified as an ongoing action step.

Action Step (F) Previously Action Step 'E'. was implemented in June 2015 and due to the

mandated monthly visit requirement, has been identified as an ongoing action step. All aspects of the form are constantly reviewed for relevance and importance. The contact form is a living document and subject to change upon the recognition of sections needed to provide more or less information.

Action Step (G) Previously Action Step 'F' implemented in March of 2015 with a completions date set at March 2016 and then ongoing. This action step will be performed with the aid of the 'safe measures' site.

Action Step (H) Previously action step 'G' implemented in January 2015 and identified as an ongoing action step. Monthly, when the contact visit forms are reviewed for accuracy and completion, the contact and the contact information is entered into CWS/CMS at the time of the form review. Since implementation no contact entries have been missed or not entered within the mandated reporting time frame.

### **Strategy # 2: Parent involvement**

In this strategy it is the goal to increase the buy-in and parent/guardian involvement throughout the youth's placement process. The initial step created to begin measuring the process is by the Placement Officer completing a Parent Contact form each month during the officer/parent visits. These contacts are then inputted into CWS/CMS each month by the Supervising Probation Officer. Moving forward, team meetings and increased services offered to parents three months prior to re-unification, will be instituted, documented, and that information inputted into CWS/CMS.

In this strategy six action steps have been created. Of the six action steps two have been implemented and completed as of June 2015. The last of the remaining four action steps are scheduled to be completed by June 2017. The progress report will reflect that after implementation of various action steps and further review of the remaining steps, it was determined in order to implement and complete action steps with sound policies and tracking systems, adjustments to implementation and completion dates was required.

Action Step (A) This action step is set to be implemented in June of 2016. The ground work will begin to develop a policy and tracking system to include parents in team meetings quarterly. This step is scheduled to be completed in January of 2017; with ongoing monitoring after completion.

Action Step (B) Implemented in January 2015, this action step was completed in June of 2015, with ongoing monitoring and tracking by the placement supervisor and input of data into CWS/CMS.

C. this action step was created to support action step 'E'. of Strategy 1. It is scheduled to be implemented in June of 2016, and scheduled to be completed by June of 2017. This action step has been identified as an ongoing step upon completion.

D. This action step was implemented and completed in February 2015. It was identified as an ongoing action step upon completion.

E. This action step is scheduled to be implemented in June of 2016, with a completion date of January 2017. This action step has been identified as an ongoing step upon completion.

F. This action step is scheduled to be implemented in June of 2016, with a completion date of January 2017. This action step has been identified as an ongoing step upon completion.

### **Strategy #3 Increase data input and improve data quality assurance**

In this strategy the focus and goal is to bring the files under the probation department up to date, correct and increase information input into case files, and continue to input data on at least a monthly basis to ensure accurate data collection. Currently there is a discrepancy in the data either being pulled from CWS/CMS or in being published by UC Berkley. As the Probation Department has established a procedure and form for collecting and inputting information into CWS/CMS for data collection; the Probation Department will attempt to work with DSS and UC Berkley to find the discrepancy and resolve the issue. For this strategy eight action steps were created. Six of the eight steps have already been implemented, of the six one was completed in June of 2015 and identified as an ongoing step. The remaining steps are scheduled to be completed by January of 2017.

Action Step (A) this action step was implemented in June of 2015. AS the CCR is being rolled out, it is vital the data being input and collected from CWS/CMS be up to date and accurate. Information being input into CWS/CMS has already begun to be updated and the action step is scheduled to be completed by January 2016 and has been identified as an ongoing step.

Action Step (B) This action step was implemented in March of 2015. While it is not scheduled to be completed until January of 2016, the vast majority of ground work has been completed allowing for the deadline to be easily met. This action step has been identified as an ongoing step upon completion.

Action Step (C) This action step was implemented in January of 2015 and was completed in June of 2015. This action step was identified as an ongoing step and the placement supervisor continues to access Safe Measures on a monthly basis

Action Step (D) This action step was implemented in June of 2015. It is an additional and support step for action step C. Information gathered from Safe Measures since implementation will allow for the completion of this step in January 2016 and has been identified as an ongoing step.

Action Step (E) This action step is scheduled to be implemented in January 2016. The purpose of this step is to gather the information from UC Berkley to act as a checks and balances for the data the placement supervisor is inputting in to CWS/CMS. This step is scheduled to be complete in June of 2016. This action step has been identified as an ongoing step.

Action Step (F) This action step was implemented in March of 2015. Given the previously missing and incorrect data, the CFSR 3 Federal Data Measure changes, and the upcoming CCR rollout; this action step is scheduled to be completed in June of 2018. The placement supervisor will continue to work with CDSS to ensure the Probation Department is adhering to the Federal CFSR Round 3 changes and is ready for the CCR. This action step has been identified as an ongoing step upon completion.

Action Step (G) This action step was implemented in June of 2015 and is scheduled to be completed in January of 2016. The placement supervisor has been tracking 2F on a monthly basis since implementation, but is allowing a monitoring period to ensure accountability. This action step has been identified as an ongoing step.

Action Step (H) This action step is scheduled to be implemented in January 2016. It is an important aspect of inputting data into various systems for the operators are trained for those systems. The scheduled completion date for this action step is January 2017.

## Obstacles and Barriers to Future Implementation

### Child Welfare Services

Barriers to future implementation include:

- 1) Two unfilled Wraparound care coordinator positions. The caseload has been temporarily filled by a CWS supervisor. Recruitment has been completed and the positions will be filled prior to Wraparound training in early March.
- 2) The process of procuring and developing a new site for staff and client use has slowed the momentum toward completing a number of identified strategies.

Suspension of work on a county/tribal MOU by the Yurok Tribe.

### Juvenile Probation Department

Time lines were identified as the biggest obstacle for JPD to address. There were goals in which proved to be unattainable in the original time line. As a result, JPD has evaluated the time line and adjusted implementation and completion dates to a more practical and attainable time line. It was observed that given current practices, the changes to Federal CFSR Round 3 data, and the upcoming CCR; there was a need to adjust time frames to ensure guidelines and policies were put in place upon implementation of a given action step to allow for a successful completion and accurate ongoing monitoring.

## Promising Practices/ Other Successes

### Child Welfare Services

Continues to participate in promising practices including: Family Search and Engagement, Wraparound, Safety Organized Practice, Red Teams and Tribal MDT. Successes include the creation of the new family services center, Family Connections. The new center has expanded space for family meetings, training, an enhanced visitation program and other supportive services for children and their families.

CWS will be funding a portion of the newly created Director of Foster Youth Services who will be employed through the local school district. This agreement is close to completion and it is expected the position will be in place for the second half of the school year.

### Juvenile Probation Department

During this first progress reporting period the JPD has had three youths reunify with parents upon the completion of their placement programs. JPD has also had success with using and maintaining monthly contact forms for both the youth and parents/guardians. Additionally, the success with the contact forms has allowed for on time and accurate input of data into CWS/CMS.

## State and Federally Mandated Child Welfare/Probation Initiatives

CWS continues to implement and maintain State and Federal initiatives including but not limited to Fostering Connections After 18, Continuum of Care Reform, Wraparound, and Katie A. services. Additionally, CWS uses the Safety Organized Practice service model integrated with Structure Decision Making for all CWS case management purposes.

In 2015, CWS began working on several new initiatives under Continuum of Care Reform including Resource Family Approval (RFA), Recruitment and Retention, Quality Parenting Initiative (OPI), and Family Search and Engagement. JPD will be working with CWS in this workgroup and several subgroups.

## 5-YEAR SIP CHART

**CWS Priority Outcome Measure: (P1)** Permanency in 12 months for children entering care, has replaced C1.3 and C2.5. The differences are that the definition of permanence now includes reunification, adoption, and guardianship instead of just children who have reunified; it also includes all children entering foster care during the year instead of just those who were removed for the first time; and the time period is 12 months instead of 6 months.

**National Standard:** >40.5%

**Baseline Performance:** 47.2 %

**Current Performance:** 42%

**Target Improvement Goal:** 45% or >

**CWS Priority Outcome Measure: (P4)** Re-entry into foster care within 12 months of being discharged to reunification or guardianship. This measure replaces C1.4 re-entry following reunification. The new measure is an entry cohort. It includes all children who enter care during the year and exit within 12 months instead of just all children who exit during the year. It also includes children exiting to guardianship, which was not included in the previous measure.

**National Standard:** >8.3%

**CSA Baseline**

**Current Performance:** 15.8%

**Target Improvement Goal:** Decrease this outcome to 10% or lower by 2019

**CWS Priority Outcome Measure: (4B):** Of the children placed in foster care during a "first placement", what percentage of children were placed in least restrictive environment.

**National Standard:** N/A

**Baseline (Jan 2014) Performance:** First time entries:

- Foster Home 64% (64 out of 100)
- Relative 25% (25 out of 100)
- FFA 8% (8 out of 100)
- Group 0%,
- Other 3% (3 out of 100)

**Current Performance:** First time entries

- Foster Home 58.1% (36 out of 62)
- Relative 33.9% (21 out of 61)
- FFA 6.5% (4 out of 62)



- Group 0%
- Other 1.6% (1 out of 62)

**Target Improvement Goal:** Change initial placement to 60% with relative homes by 2019.

**CWS Priority Outcome Measure: ( 5B-1 and 2):** This report provides the percentage of children meeting the schedule for Child Health and Disability Prevention (CHDP) and Division 31 medical and dental exams

**National Standard:** N/A

**Baseline Performance:** 5B.1: Medical exams 78.9% 5B.2: Dental exams 1.4%

**Current Performance:** 5b.1: Medical exams: 92.5% 5b.2: Dental exams: 79.3%

**Target Improvement Goal:** For both 5B measures, increase medical and dental exams to 95%.

**CWS Priority Systemic Factor:** Disproportionality of Native American Cases

**National Standard:** N/A

**Baseline Performance:** 37%, (49 out of 133) of children in open CWS cases were Native American.

**Current Performance:** 41% (59 out of 145) of children in open CWS cases were Native American

**Target Improvement Goal:** Decrease the percent of Native American children in open CWS cases to 18% by 2019.

**Juvenile Probation Department Priority Outcome Measure: (P5) Placement Stability**

**National Standard:** <4.12

**Baseline Performance:** 0

**Current Performance:** 0

Though the UC Berkley data from the last reporting period does not reflect the JPD's numbers; of the seven (7) children currently in placement; two (2) have maintained in one placement for 24 months in care, two (2) have maintained in one placement for 12-23 months in care, and three (3) have been in one placement for less than 12 months. In 2015, JPD has seen ten (10) other children continue in or enter into placement. Of those four (4) re-united with their parents, three (3) remain in NMD status (only one remaining under JPD), and three (3) are currently absconding from probation/placement. Due to JPD's low placement numbers, the base line rate was determined based off of the total number of children in placement over the last year. The current rate is based off of the number of children currently in placement.

**Target Improvement Goal:** Since the implementation of the SIP, CFSR Round 3 Data Measures have changed. C4.1, C4.2, and C4.3 have all been combined and replaced with P5. As a result the National Standard is set at <4.12. For Q2 of 2015, the Probation Department's base line rate is 6.2 and the current rate is 3.2. It is the goal to be at or below the national standard by year four and maintain through year five. The Probation Department's goals by year are as followed: year two 5.2, year three 4.2, year four <4.2, and maintaining through year five.

**Juvenile Probation Department Priority Outcome Measure (P1):** Reunify within 12 months

**National Standard:** >40.5%

**Baseline Performance:** 0%

**Current Performance:** 25%

As previously explained in this report, C1.3 has been deleted and is now P1. P1 measures permanency within 12 months for children entering care. Including adoption and guardianship numbers to the child count of those who reunified is a significant change. Though UC Berkley data does not give a baseline percentage for JPD children re-unifying within 12 months, it does provide a current percentage. In 2015 the JPD had two (2) children re-unify with parents within 12 months of entering into a foster care placement. JPD feels this is an accurate percentage and will continue to be below the National Standard given the vast majority of children the JDP places into foster care are due to their criminogenic needs (i.e. sex offenders, substance abusers) and require a greater period of services to address their needs. JPD is projecting that in 2016 we will have up to four (4) children re-unify with a parent within 12 months of entering into a foster care placement; which will close the gap between the National Standard and current percentage.

**Target Improvement Goal:** Since the implementation of the SIP, CFSR Round 3 Outcome Measures have changed. C1.3 and C2.5 have been combined to P1. The target goal regarding this outcome will be to achieve above the national standard of >40.5% by year five of the SIP. As year one has come to an end the Probation Department has achieved 25% permanency. Moving forward the Probation Department's goals by year are as followed: year two 25%, year three 35%, year four 45% and year five 55%. These percentages will not include our sex offenders in placement as the average placement goes beyond 12 months.

**Juvenile Probation Department Priority Outcome Measure (2F): Data Quality****National Standard:** 95%**CSA Baseline Performance:** 63.8%**Current Performance:** 61.5%

This goal was created to ensure the JPD is inputting accurate and complete information into CWS/CMS in order for that information to be pulled by UC Berkley to accurately reflect Del Norte Probation's current percentages compared to the base line percentage. Unfortunately JPD has identified the information previously being inputted into CWS/CMS was being inputted incorrectly and/or not to the extent needed for UC Berkley to pull out and calculate accurate data. The data areas JPD is most focusing from the federal CFSR Round 3 data measures are P1, P2, P4, and P5 data. JPD is seeking further training on the CWS/CMS system to ensure the information being put in is being put in the appropriate locations to allow for UC Berkley to pull our data.

**Target Improvement Goal:** The targeted goal regarding our Data Quality is to have all of the Probation Placement Data entered into the system by year five and the placement officer or supervisor fully trained and entering the data. At the end of the first year of the SIP, the Probation Department has achieved 61.5%. Moving forward the Probation Department's goals by year are as followed: year two 65%, year three 75%, year four 85%, and year five 95%.



CWS Strategy 1: Safety Organized Practice	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <del>C1.3, C1.4, 4B</del> —P1, P4, 4B	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Finalize SOP Policy and Procedure regarding internal referrals to SOP coordinator.	January 2015	<del>January 2015</del> November 2015 Completed	Susan Wilson
<b>B.</b> Training CWS staff on SOP P&P	January 2015	<del>February 2015</del> January 2016	Susan Wilson/ <del>Julie Cain</del> Deidra Ward
<b>C.</b> Review progress with SOP goals monthly, with CWS staff	January 2015	Monthly	Susan Wilson/ <del>Julie Cain</del> Deidra Ward
<b>D.</b> Offer SOP services to 100% of families in ER services - Document and track quarterly.	<del>December 2014</del> February 2016	Quarterly	Amber Davis

<b>E.</b> Increase the number of clients offered SOP services in ongoing unit, - Document and track quarterly.	<del>January 2015</del> March 2016	Quarterly	Amber Davis
<b>F</b> Increase the number of clients in ongoing FM and FR cases that participate in SOP services.	<del>January 2015</del> March 2016	quarterly	Amber Davis

CWS Strategy 2: Strengthen Wraparound Services	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <del>C1.3, C1.4</del> , 4B, P1, P4	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Evaluate the current program to identify systemic strengths and needs and develop strategies to address identified needs	December 2014	<del>June 2015</del> November 2015 Completed	Roy Jackson
<b>B.</b> Update Policy and Procedure for Wraparound Services	July 2015	<del>December 2015</del> June 2016	Roy Jackson



<b>C.</b> Hire an additional Wraparound Facilitator and support staff	<del>January 2015</del> January 2016	<del>July 2015</del> February 2016	Crystal Markytan
<b>D.</b> Expand wraparound services to all child welfare families where the child is at risk of out-of-county placement.	<del>January 2016</del> July 2016	<del>June 2016</del> September 2016	Roy Jackson
<b>E.</b> Track participants having completed wraparound services bi-annually on CWS/CMS to correlate effective outcomes on reunification, re-entry, and placement stability.	<del>January 2015</del> February 2016	Quarterly	Amber Davis

CWS Strategy 3: Tribal MOU	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Disproportionality of Native American Cases.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Develop a Memorandum of Understanding (MOU) with the Yurok Tribe	November 2014	<del>January 2015</del> January 2017	Julie Cain Crystal Markytan

<b>B.</b> Have MOU approved by County Counsel and the Yurok Tribal Council	January 2015	<del>February 2015</del> January 2017	Julie Cain Crystal Markytan
<b>C.</b> Develop MOU's with the Tolowa Dee-Ni Nation <del>Smith River Rancheria</del> , Resighini Rancheria and Elk Valley Rancheria.	January 2016	November 2018	Julie Cain Crystal Markytan
<b>D.</b> Develop a policy and procedure for agency staff that relates to the MOU.	<del>February 2015</del> February 2018	<del>April 2015</del> April 2018	Julie Cain Amber Davis
<b>E.</b> Train agency staff on the MOU and Policy and Procedure.	<del>April 2015</del> April 2018	<del>April 2015</del> May 2018	Julie Cain

CWS Strategy 4: Mental Health Services for Adults	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3 and C1.4– P1, P5	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Integrate mental health assessments and treatment plans with other plans of care such as health and education components.	December 2014	March 2015 Completed	Dixie Martin, Julie Cain, Crystal Markytan
<b>B.</b> Increased coordination and sharing of information by local agencies.	December 2014	Monthly	Julie Cain/Crystal Markytan
<b>C.</b> Culturally relevant training for staff to provide ongoing care that is sensitive to families' needs.	January 2015	Annually	<del>Julie Cain</del> –Susan Wilson
<b>D.</b> Encourage and support the use of best practice for prevention and treatment of co-occurring disorders (COD).	November 2014	Quarterly	Crystal Markytan/Julie Cain
<b>E.</b> Discuss the expansion of mental health services to include family/group counseling.	November 2014	January 2016	Crystal Markytan/Julie Cain

<b>F.</b> Coordinate to reduce the stigma of accessing mental health services by changing the language to trauma reduction and/or increase coping skills	November 2014	Monthly	Crystal Markytan/Julie Cain
<b>G.</b> Track clients receiving mental health services and what form of services they receive.	January 2015	Quarterly	Julie Cain/Amber Davis

CWS Strategy 5: Enhanced Visitation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3 and C1.4—P1, P5	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Complete the review of the visitation policy and procedure.	November 2014	December 2014  Completed	Julie Cain Roy Jackson
<b>B.</b> Visitation staff and new social workers to attend the Incredible Years parenting class	November 2014	As needed, with new staff during the next 5 years	<del>Julie Cain</del> Roy Jackson Deidra Ward
<b>C.</b> Interactive visitation coaching.	<del>January 2016</del> March 2016	<del>March 2016</del> May 2016	Roy Jackson Crystal Markytan
<b>D.</b> Reviewing options for supervised visitation locations.	January 2015	<del>April 2015</del> October 2015 Completed	Crystal Markytan
<b>E.</b> Require that 10% of visits be viewed by the assigned social worker-document and track.	<del>November 2014</del> January 2016	<del>January 2015</del> Quarterly	Julie Cain/Amber Davis

CWS Strategy 6: Increase Local Placement Capacity	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <del>C1.3 and C1.4</del> P1, P5	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Maintain the workgroup started with the Blue Ribbon Commission related to recruitment and retention of foster parents	November 2014	Ongoing	Deanna Perry-Ellis
<b>B.</b> Initiate the steps to engage the county in the Quality Parenting Initiative	<del>November 2014</del> September 2015	<del>October 2015</del> October 2016	Crystal Markytan/ Julie Cain
<b>C.</b> Increase efforts for Family Search and Engagement through contracting services.	<del>November 2014</del> November 2015	<del>June 2015</del> June 2016	Crystal Markytan/ Julie Cain
<b>D.</b> Track family search and engagement efforts by documenting in CWS/CMS under Family Search tab.	<del>December 2015</del> June 2016	Bi-annually	Amber Davis

CWS Strategy 7: Health and Education Passport	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Hire a social services aide.	<del>November 2014</del> December 2014	<del>November 2014</del> December 2014 Completed	Crystal Markytan
<b>B.</b> Train the social services aide on policies and procedures of CWS.	November 2014	January 2015  Completed	Susan Wilson/Amber Davis
<b>C.</b> Train the social services aide on CWS/CMS.	November 2014	February 2015 Completed	Susan Wilson/Amber Davis
<b>D.</b> Train the social services aide on Safe Measures.	November 2014	February 2015 Completed	<del>Susan Wilson</del> Amber Davis
<b>E.</b> Input 2014 health, dental, and education information. After becoming current, update passports	January 2015	April 2015  Completed	<del>Susan Wilson</del> Amber Davis



<b>F.</b> Track safe measures 5B1 and 5B2 monthly to make sure data entry is on a steady climb. Target Goal is to reach 95% in both 5B-1 and 5B-2, 2019. (baseline: Medical 78.9 / Dental 1.4)	November 2014	Monthly	Amber Davis
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CWS Strategy 8: After 18 Services	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): SF: After 18 Services	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Provide referrals to all CWS youth 16 years age and older for individual services and case management for career planning and employment and training services through the Public Assistance and Employment and Training Branch. A completed referral will include confirmation that services are being rendered.	December 2014	As needed	<del>Julie Cain</del> Deidra Ward
<b>B.</b> Utilize the TAY MDT meeting for career planning, employment and training services, MH services, and AOD services to discuss ILP participants.	December 2014	Monthly	<del>Julie Cain</del> Deidra Ward

<b>C.</b> On a re-occurring basis re-refer all ILP clients not currently receiving mental health services and or AOD services for new assessments.	December 2014	Quarterly	<del>Julie Cain</del> Deidra Ward
<b>D.</b> Refer all CWS youth age 18 (if they are not employed or have not completed their high school Diploma) to Opportunity Youth Initiative for ongoing case management services.	December 2014	This will be completed as needed and monitored quarterly	Roy Jackson <del>Julie Cain</del> Deidra Ward
<b>E.</b> Ensure that the Environmental Alternatives case manager is meeting with the Transitional Housing youth and young adults on a weekly basis to monitor and ensure that participants are meeting the goals set in the (TILP). Monthly meetings with Case Manager and CWS supervisor.	December 2014	Quarterly	<del>Julie Cain</del>  Deidra Ward
<b>F.</b> The CWS Case Manager will meet with youth over 16 years of age on a bi-weekly basis to monitor and ensure that the youth are meeting the goals set forth in the TILP.	December 2014	Quarterly	<del>Julie Cain</del>  Deidra Ward
<b>G.</b> Monitor that the EA Mentor meets with the Transitional Housing participants at least on a weekly basis to facilitate the completion of participants TILP, as well as identify any barriers to self-sufficiency and relay that information to the EA and CWS social worker as well as the ICMT team.	December 2014	Quarterly	<del>Julie Cain</del>  Deidra Ward

<b>H.</b> Ensure that the ILP coordinator is making bi-weekly contact with all CWS youth ages 16 to 21, preferably in their home.	December 2014	Quarterly	Julie Cain
<b>I.</b> Facilitate a meeting with Public Health, Mental Health, and AOD program managers to identify service gaps for transitional age youth.	January 2015	February 2015  Completed	Crystal Markytan Roy Jackson Julie Cain
<b>J.</b> Facilitate a survey for CWS transitional age youth to help identify barriers and service gaps for youth and young adults making the transition into adulthood.	December 2014	Quarterly	Julie Cain Roy Jackson Amber Davis

Juvenile Probation Department Strategy 1: Increase participation and youth engagement with case planning.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability, Least Restrictive Placement, Timely Reunification, Data Quality	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Identify youth's needs and fit them with a placement that specifically addresses their needs.	April 2014	Will be completed on a case by case need	Assigned Probation Officer and Supervisor
<b>B.</b> Continue to visit, discuss and assess the youth's needs with the youth to ensure their needs are being matched every month.	May 2014	Complete monthly	Assigned Probation Officer and Supervisor
<b>C.</b> Maintain a resource binder or program that will assist in matching youth with appropriate placements.	October 2014	<del>January 2015</del> Ongoing	Assigned Probation Officer and Supervisor
<b>D.</b> Implement monthly contact form and develop a policy that includes completing the form.	March 2015	June 2015	Supervising Probation Officer and Assistant Chief

<b>E.</b> Hold a team meeting between the youth, caseworker and probation officer once per month and a team meet between the parties listed and include the school, family, and other support system for the youth one time per quarter. The policy will also cover speaking to the youth about their options for supervision as a transitional age youth.	<del>March 2015</del> June 2016	<del>June 2016</del> June 2017	Assigned Probation Officer and Supervisor
<b>F.</b> Supervisor will review the monthly contact form every month to ensure it is filled out in great detail.	June 2015	Monthly	Supervising Probation Officer
<b>G.</b> Develop and implement a tracking to ensure that Action Steps A through E are taking place.	March 2015	<del>January 2016</del> March 2016 / Ongoing	Supervising Probation Officer and Assistant Chief
<b>H.</b> Ensure data is being entered into the system accurately and completely.	January 2015	Quarterly	Supervising Probation Officer

Juvenile Probation Department Strategy 2: Parent Involvement	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability, Timely Reunification, Least Restrictive, Data Quality	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Include the parent in team meetings every three months (can be telephonic).	<del>February 2015</del> June 2016	Completed as needed and monitored quarterly	Assigned Probation Officer and Supervisor
<b>B.</b> Meet with the parents once per month in person and input when the visits are completed in CWS/CMS.	January 2015	Monthly	Assigned Probation Officer and Supervisor
<b>C.</b> Include parent involvement in the policy mentioned in Strategy 1: Action Step D. Implement a tracking system for each action step.	<del>June 2015</del> June 2016	Quarterly	Supervising Probation Officer and Assistant Chief
<b>D.</b> Add a parent section to the Probation Department's current monthly form to ensure tracking and reporting parent involvement and visits.	February 2015	February 2015	Supervising Probation Officer and Assistant Chief

<b>E.</b> Increase services to parents three months prior to youth returning home and track what the services are and if the parents are engaged in the services.	<del>February 2015</del> June 2016	Completed on case by case need. Tracked monthly	Assigned Probation Officer and Supervisor
<b>F.</b> Increase home visits for the youth three months prior to reunification and track if the visits are successful.	<del>February 2015</del> June 2016	June 2016. Track monthly	Assigned Probation Officer and Supervisor

Juvenile Probation Department Strategy 3: Increase data input and improve data quality assurance	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Quality Data, Placement Stability, Timely Reunification, 2F, 4B	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Ensure that Transitional Age Youth are being accurately and completely put in to CWS/CMS.	<del>March 2015</del> June 2015	<del>September 2015</del> Update Monthly January 2016	Assigned Probation Officer and Supervisor



<b>B.</b> Review 2F data, identify data entry issues, correct issues and input missing data for all placement youth.	March 2015	<del>September 2015.</del> Update monthly as needed January 2016	Assigned Probation Officer and Supervisor
<b>C.</b> Secure usage of Safe Measures and use it on a monthly basis.	<del>December 2014</del> January 2015	<del>February 2015</del> June 2015	Supervising Probation Officer and Assistant Chief
<b>D.</b> Supervisor will review Safe Measures and ensure that missing and incorrect data is inputted and corrected.	<del>December 2014</del> June 2015	Reviewed Monthly. Completed as needed	Supervising Probation Officer
<b>E.</b> Start using the UC Berkley static data report to monitor data quality.	<del>March 2015</del> January 2016	<del>June 2016</del> January 2016	Assigned Probation Officer Supervising Probation Officer
<b>F.</b> Supervisor will work with State DHHS to monitor data quarterly.	March 2015	<del>January 2016</del> June 2018	Supervising Probation Officer
<b>G.</b> Supervisor will track if 2F is being done on a monthly basis.	<del>March 2015</del> June 2015	<del>September 2015</del> January 2016	Supervising Probation Officer

<b>H.</b> Identify training for Probation Officers and ensure placement officer is trained inputting in to the CWS/CMS system.	<del>September 2014</del> January 2016	January 2016	Supervising Probation Officer
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